

Pathocratic influence

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Abstract: This article discusses the term pathocratic influence that is defined as “the effect someone has on others while seeking to gain advantage, creating a cabal of like-minded individuals, to the detriment of the well-being of others within the working, political and social environment”. It can reach all parts of the organization persuading others to act and behave in a similar manner that can lead to the intrinsic flame of workplace passion being extinguished. Such behavior can lead to a toxic environment in which passion killers (people and things) can thrive. Those who use pathocratic influence can destroy what would otherwise have been great potential and promise that people could bring to the organization while drawing on the negative that include perceived failure of character and performance. They inhibit the passion (the love and desire) and commitment a person has for what they are doing and can have a long-lasting effect on motivation, output, performance and productivity. This article suggests that organizations put in place policies and procedure to help address causes of pathocratic influence and to address the impact as soon as possible. This can be achieved by organizations engaging people physically, emotionally and cognitively encouraging behaviour that creates a healthy, high performing and passionate workplace in which people feel valued.

Keywords— Commitment, Dark triad, Healthy workplace, Moral and ethical values, Passion, Passion killers, Passionate workplace, Pathocracy, Pathocratic influence, Toxic.

1. INTRODUCTION

Bowen (2020) introduces the term “pathocratic influence”. It is “the effect someone has on others while seeking to gain advantage, creating a cabal of like-minded individuals, to the detriment of the well-being of others within the working, political and social environment”. Bowen (2021) adds that pathocratic influence is where leaders engage in passion killing, influencing others to behave and think in similar ways, damaging the reputation and success of the organization, creating a working environment that is toxic. This article discusses the role of passion in the workplace, passion killers, the dark triad and the pathocratic influence that people may have on others and the organization.

2. BACKGROUND

Leaders in organizations may exude charm. They may be articulate and erudite. However, this mask may hide the toxic leader who lacks feeling, is arrogant, destructive and emotionally cold (Jones and Paulhus, 2011; Lipman-Blumen, 2006; Robbins, Judge, Odendaal and Roodt, 2009). Furthermore, they may take advantage of others without due thought and consideration for their actions, creating distrust, disaffection and mayhem, inflicting serious and long-lasting harm on the organization, followers and non-followers that, in turn, may lead to the breakdown of staff (Furnham, 2015; Lipman-Blumen, 2006, 2010). These leaders may be characterized with personality traits associated with the dark triad (narcissism, Machiavellianism, psychopathy) (Furnham, 2011). They use pathocratic influence to persuade others to act and behave in a similar manner (Bowen, 2022). This can lead to a toxic environment in which to work (Lipman-Blumen, 2006). Furthermore, the leader of the 21st century needs to recognize that words can hurt and that passion killers (people and things) can have a detrimental impact on the organization (Bowen, 2020, 2021, 2022). The intrinsic flame of workplace passion and commitment can be extinguished impacting on productivity, performance and output (Bowen, 2020, 2021). It

is, therefore, important that the organization is built around one where people want to go to work. It is one that engages people physically, emotionally and cognitively (Kahn, 1990; Morton, 2017; Stein, 2017; Thomas-EL, Jones and Vari, 2019). Leaders in these organizations encourage behaviour that create a healthy, high performing and passionate workplace in which people feel valued, while recognizing leadership is a process, not a position (Bowen, 2020, 2022; Kouzes and Posner, 2002; Northouse, 2009; Rost, 1991). To appreciate the role of passion in the workplace it is helpful to delve into the term a little more.

3. PASSION

Passion is defined as “a strong inclination toward a self-defining activity that people like (or even love), find important, and in which they invest time and energy on a regular basis” (Vallerand, 2012a:3; Vallerand, Blanchard, Mageau, Koestner, Ratelle, et al, 2003). It is described as being an essential element of success in the workplace (Vallerand and Houliort, 2019). However, it is important to understand the context of the term passion. For example, it can be described as good and bad.

3.1 Passion- good (harmonious) and bad (obsessive)

Vallerand and Houliort (2019) point out that for millennia passion has been associated in a negative light and this is reflected in the term’s Latin origins of “passio” that when translated into English means “suffering”. In this context, passion engages negative emotions that may interfere with clear thinking and contaminate thought and may even lead to a person losing control of emotions and cognition (Fromme, 2010; Hergenbahn, 2009; Schwartz, 2010; Wong, 2006). Furthermore, passion is often associated with passionate love that may include lust, intimacy, romance, sexual desire and personal attraction (Baumeister and Bratslavsky, 1999; Gargett, 2004; Regan and Berscheid, 1999; Shrivastava, 2010).

Vallerand and Houliort (2019) explain that when a person is in control of their passion, they may experience more positive experiences. Therefore, passions may be considered to be good (harmonious). Harmonious passion is characterized by four factors: 1) Autonomous internalization where a person engages in voluntary activity that they love; 2) The activity they are engaged with is considered to have high value, to be meaningful and is important; 3) Engagement of the activity is likely to be on a regular basis; and 4) The activity is internalized becoming part of the person's identity (Bowen, 2020; Deci, Eghharri, Patrick and Leone, 1994; Vallerand, 2008; Vallerand, Blanchard, Mageau, Koestner, Ratelle, et al, 2003). Harmonious passion is voluntary and associated with higher job creation and is positively linked to performance and well-being (Bowen, 2020; Carpentier, Mageau and Vallerand, 2012; Ho, Wong and Lee, 2010; Moe, 2016; Patel, Thorgren and Wincent, 2015; Suchy, 2007; Vallerand, 2010; Vallerand, 2012b; Vallerand, Blanchard, Mageau, Koestner, Ratelle, et al, 2003; Vallerand and Houliort, 2003).

In contrast, obsessive passion is negatively linked to well-being that includes burnout where people may feel compelled to search for life's purpose (Carpentier, Mageau and Vallerand, 2012; Yukhymenko-Lescroart and Sharma, 2019; Slemp, Zhao, Hou and Vallerand, 2020; Vallerand, 2012a). It is associated with rigid persistence and risky behavior (Akehurst and Oliver, 2014). It may lead to negative affect, and conflict, impacting on life activities (Goodwin and Goodwin, 2017; Vallerand, 2012a, 2012b). Breeden (2013) puts it simply as someone with obsessive passion engages in an activity because they have to. If they are not in control, passion can be described as bad (obsessive) and this can have negative effect on well-being (Bowen 2020; Vallerand, 2012b; Vallerand, 2015). This viewpoint may help explain why Western philosophy has strong underpinning influences that reinforce the rationalization of emotions within social values (Fineman, 2003; Rizzi, 2017). However, as pointed out by Engel (2000), suppressing negative emotions (for example, fear, sadness, anger) may restrict the ability to feel positive emotions (for example, joy and love) that in turn may suppress the ability to express and feel all emotions.

Vallerand (2012a) points out that several theories have been proposed that suggests loving an activity may lead to some positive benefits. However, there appears to be no psychological theory to account for the love of an activity that can have an adaptive or deleterious effect on a person's life and that an activity or experience can be described as good or bad (Vallerand, 2012a). As exemplified in this article, findings suggest that not all passion is good and harmonious. On this premise, to help underpin the term workplace passion it is felt appropriate to include the term "*harmonious*" that may encourage behaviour that creates a healthy, high performing and harmonious passionate workplace in which people feel valued (Bowen, 2022; Goodwin and Goodwin, 2017; Vallerand 2012a, 2021b; Vallerand and Houliort, 2019).

It is important to recognize that passion cannot be imposed, faked, manufactured, demanded (Bobinski, 2009). Passion does matter. It is a necessary component of achieving the highest levels of achievement (Vallerand and Houliort, 2003). It is often considered a requirement of a job when people are interviewed but is then killed off within a few months of starting (Khan and Brown, 2008). This may be caused by passion killers.

3.2 Passion killers

Passion can produce chemical changes in the body (Lindsay, 1908; Vaid, 2013; Wiers, 2015; Winbigler, 1912). They trigger emotions that release hormones into the bloodstream that can produce alterations in the brain, and the body, that can lead to sensations of pleasure or unpleasantness (Sanchez, 2007). This may create feelings of psychological and physical well-being that can be positive or negative (Charland, 2008; Fredrickson, 2000; Oh, 2022).

Collins dictionary (2020) defines a passion killer as something that is inhibiting or unattractive. However, it may not be just something. Bowen (2020, 2021, 2022) suggests that passion killers can be people or things that can impact on a person's ability to perform and can have damaging affect upon intra and interpersonal relationships.

Passion killers may come in many and different forms. In terms of personal relationships between couples, passion killers include irritating habits and behavior such as body odor, nose picking, bad breath, beer gut, sweaty feet, snoring, alcohol abuse, weight gain, financial issues and longer working hours (Lawson, 2018; Moore, 2013; Rahaman, 2017; Vaid, 2013). Passion killers are also associated with the unappealing uniforms, in particular the underwear ("bloomers"), that women wore in the ATS (Auxiliary Territorial Service), a branch of the British army, between 1938 and 1949 (Goult, 2016; Green, 2012). This journal article, therefore, differentiates between the passion killers associated with such personal issues and directs its focus towards passion killers within organizational context.

Passion killers (people and things) are associated with negative emotions that can lead to feelings of increased stress and anxiety manifesting in physical and psychological ailments (Bowen 2021). Bowen (2021) adds that passion killers can reduce motivation, output, performance and productivity that, if not corrected, can affect, not just the individual but also those around them. They create a toxic environment in which to work. Bowen (2021) provides examples of passion killers and how they may impact on the individual and organization. They include, lack of trust, intimidation, threat and fear, criticism, uncertainty, demotivation, and demoralization. As described by Hardgrove and Howard (2015), leaders often fail to analyze the passion in others. They may focus on the negative drawing on the perceived failure in character and performance and are likely to fail in exiting feelings of passion in others (Bowen, 2021; Hardgrove and Howard, 2015). They can destroy what may

have been great potential and promise that people could bring to the organization (Hardgrove and Howard, 2015). If they are not stopped, passion killers may have a long-lasting effect on motivation, productivity, output and performance. Bowen (2021:235) therefore defines passion killers as “*things (stimuli) or people (intra and interpersonal relationships) that inhibit the passion (the love and desire) and commitment a person has for what they are doing*”.

Bowen (2020, 2021, 2022) associates passion killers with toxic leadership, the dark triad and pathocratic influence.

4. TOXIC LEADERSHIP AND THE DARK TRIAD

4.1 Bad, destructive and toxic leadership

Bad leadership includes interchangeable terms such as toxic, abusive, evil, negative and destructive leadership (Kurtulmus, 2019). This dark side of leadership can create a culture in the organization that manifests itself in unethical, immoral and even illegal behaviour (Linstead, Marechal, and Griffin, 2014). Erickson, Shaw, Murray and Branch (2015) also refer to the term destructive leadership where followers may be benign while management instill fear using dysfunctional behaviour such as intimidation, deception, coercion and punishment of followers. This approach can be found in the public and private organizations such as the church, military, and Government agencies (Erickson, Shaw, Murray and Branch, 2015).

4.2 Toxic leadership

Some managers can be toxic most of the time and most managers are toxic some of the time (Lubit, 2004). However, they continue to be appointed, relying on what Boddy (2016) describes as shallow recruitment processes

Toxic leadership is made up of people who are sociopathic and pathologically destructive who can attract others with similar psychological disorders (Bowen, 2021). Followers may share in the leader’s values and beliefs (Furnham, 2012). They reinforce a toxic culture, influencing others to behave in a similar manner. (Rowland, 2020). These people can destroy personal and organizational reputation and morale. They are destructive and use pathocratic influence. This can result in the workplace becoming a war zone especially when faced with someone who exhibits characteristics associated with the dark triad (Lubit, 2004).

Those with high levels of the dark triad are found to be common in leadership roles; in particular, political leaders and those in positions of top executives (Babiak and Hare, 2006; Boddy, 2015; Diller, Czibor, Sxabo, Restas, Jonas, et al, 2021; Flanigan, 2021). Furnham (2011) adds that when the dark triad is combined with other factors (for example being articulate, attractive and intelligent) it can help a person gain leadership positions. They may make good first impressions, present themselves as competent, likeable, charming, self-confident, assertive and look good (Boddy, 2015; Fatfouta, 2019). However, over time, these people can take advantage of others without conscience and without consideration for others (Jones

and Paulhus, 2011). They can be abusive, exploitative, self-centered, and rude while engaging in hostile verbal and non-verbal behavior (Grijalva, Harms, Newman, Gaddis and Fraley (2015); Mathieu and Babiak, 2006). They may demonstrate high in self-interest, be low in empathy and have difficulties in maintaining long term relationships (Furnham, 2011).

In an example of one organization, Babiak and Hare (2006) find that 4% of professionals and managers could be considered as psychopaths. In contrast, 1% of the general population are considered to be psychopaths. These people can divide followers into those who are supporters and those who are considered enemies (Freberg, 2022). Hogan, Barrett and Hogan (2007) point out that they may get ahead of others but may not get along them. In the end, most will likely fail (Furnham, 2010; Hogan, Barrett and Hogan, 2007). Babiak and Hare, (2006) describe these people as snakes in suits who behave in an unethical, destructive and disreputable manner.

Furnham (2011) identifies three interrelated factors associated with toxic leadership: 1) arrogance, 2) duplicity and 3) being emotionally cold. These factors are also associated with the three aversive and overlapping personality traits of: narcissism, Machiavellianism and psychopathy that are described as the dark triad (Furnham, Richards and Paulhus, 2013; Paulhus and Williams, 2002). The dark triad is discussed further below.

4.3 Individual and organizational narcissism

The Diagnostic and Statistical Manual of Mental Disorders (DSM-5, 2013) describes narcissism as someone who lacks in empathy, is in need of constant admiration, and has a pervasive pattern of grandiosity/ self-importance. The narcissist can be interpersonally exploitive and preoccupied with fantasies of unlimited success, brilliance, power, and beauty (DSM5-5, 2013). They are self-centered, lack empathy, disregard others and have an acute concern about their appearance (Ellis, Farrington and Hoskin, 2019; Raskin and Terry, 1988; Vazire, Naumann, Rentfrow and Gosling, 2008).

There is considerable debate about what constitutes narcissism and how it is measured (Jonason and Middleton, 2015; Lyons, 2019). However, there is some agreement that narcissism can be divided between those who are vulnerable (covert) and those who are grandiose (overt) (for example: Miller, Hoffman, Gaughan, Gentile, Maples, et al, 2010; Rohmann, Neumann, Herner and Bierhoff, 2012). Those who are vulnerable (covert) are inclined to be introverted, sensitive, hypersensitive, defensive, anxious and avoidant. Those who are grandiose (overt) are more inclined to be exhibitionists, self-assured, extrovert, interpersonally dominant, hostile and aggressive (Cain, Pincus and Ansell, 2008; Gardner and Pierce, 2011; Wink, 1991).

Emphasis is often given to grandiose (overt) narcissism to describe narcissistic personality disorder (Cain, Pincus and Ansell, 2008). However, narcissism appears to lie on a spectrum. In moderation, narcissism may have a positive contribution to life that inspires and creates passion; and is

beneficial to life outcomes and well-being that can manifest in a healthy self-image and self-esteem (Lyons, 2019). However, at the other end of the spectrum, narcissism can cause distress, suffering and pain to others (Lyons, 2019; Miller, Campbell and Pilkonis, 2007). At its most severe, it can manifest in narcissistic personality disorder where the symptoms can impair cognitive functioning (DSM-5, 2013). Volkan and Fowler (2009) go as far to say that the narcissistic leader who may have an underlying paranoid orientation may foment violence and mass destruction.

Narcissism can also apply within the organizational context. Organizations that are unable to behave ethically and lack moral identity are identified as having organizational narcissism (Duchon and Drake, 2008). They justify their actions with self-aggrandizement and consider themselves superior (Arif, 2019). There is a feeling of self-importance and self-entitlement while at the same time they are in self-denial (Duchon and Drake, 2008). To add to the discussion, de Zavala, Cichocka, Eidelson and Jayawickreme (2009) find that when compared to the individual, collective narcissism can lead to inter group and military style aggressiveness, low public collective self-esteem and low implicit group esteem.

4.4 Machiavellianism and organizational context

Machiavellianism behavior is common in many organizations (Dahling, Kuyumcu and Librizzi, 2012). It can be described as a personality syndrome where someone manipulates others for their own benefit that is often associated with exploitation and charm (Christie and Geis, 1970; Furnham, 2011). These people may also display cold behaviour, lack emotions and have a cynical view of the world around them that stems from a lack of conventional morality (Christie and Geis, 1970). They may also exploit others and act in immoral ways (Rauthmann, 2012). Furthermore, they may disguise their selfishness and pretend altruism (concern for the well-being of others) (Bereczkei, Birkas and Kerekes, 2009).

Machiavellianism can also be applied to the organizational context, where Machiavellian leaders may give more orders but are less involved in reducing tension (Drory and Gluskinos, 1980; Matthews, Kelemen, Matthews and Matthews, 2022). Those high in Machiavellianism may also be associated with deviant and counterproductive behavior and may engage in unethical behavior, in certain situations, where the benefits outweigh the costs (Jones and Mueller, 2022). This includes higher levels of bullying and is negatively associated with transformational leadership (Genau, Blickle, Schutte and Meur, 2022; Pilch and Turska, 2015). When the situation is unfavorable the Machiavellian leader may request more support and to be less directive while showing little concern for the interpersonal relationships and the feelings for others (Drory and Gluskinos, 1980; Gkorezis, Petridou and Krouklidou, 2015). Giacalone and Promislo (2013) sum up explaining that a Machiavellian employee can have far reaching consequences that include the threat to the well-being

of others, to the broader workgroup and the organization as whole.

4.5 Psychopathy and the organizational context

The Diagnostic and Statistical Manual of Mental Disorders (DSM-5, 2013) describe psychopathy as being associated with antisocial personality disorder that includes asocial (inconsiderate and/ or hostility to others, avoidance of social interaction,) and/ or sociopathic (difficulty in understanding emotions and feelings in others).

In a study of two hundred and three corporate professionals, Babiak, Neumann and Hare (2010) find that psychopathy is positively associated with charisma/ presentation styles that include good strategic thinking, communication skills and creativity, while negatively associated with responsibility/ performance that include management skills, being a team player and overall accomplishments.

Manifestations of psychopathy may appear in amoral behavior including, stealing, lying, violation of social norms, and inconsistent work behaviour (Hare, 1996; Hermann, 2017; Jones and Paulhus, 2011b). Psychopaths are more likely to be bullies using physical threat and engaging in deviant fantasies (Baughman, Dearing, Giammarco and Vernon, 2012; Jones and Paulhus, 2010; van Bommell, Uzieblo, Bogaerts and Garofalo, 2018; Williams, Cooper, Howell, Yuille and Paulhus, 2008). Furthermore, psychopaths are likely to have a deficit in recognizing fear (Montagne, van Honk, Kessels, Frigerio, Burt, et al, 2005). When coupled with low interpersonal influence and/ or low educational levels, the fearless factor can influence counter productive work behaviour (Blickle and Schutte, 2017).

Crego and Widiger (2018) describe psychopathy as a personality syndrome that consist of a core trait (i.e. antagonistic) together with low conscientiousness, high extroversion and high/ low neuroticism, shown in the table below.

Table 1: Core personality traits and psychopathy.

	Personality traits and psychopathy.	
	Core personality trait.	Explanation.
1	Antagonistic.	Exploitative, lacks empathy, aggressive, manipulative, callous, deceitful.
2	Low conscientiousness.	Irresponsible, lax, rash.
3	High extroversion.	Bold, assertive, seeks excitement.

Personality traits and psychopathy.		
	Core personality trait.	Explanation.
4	High neuroticism.	Angry, hostile.
5	Low neuroticism.	Superficial charm, insincere.
Adapted from: Crego and Widiger (2018)		

Ogloff (2006) suggests that psychopathy is more associated with personality deficit and to a lesser extent with behavioral deficit. Levinson (1992) suggests that psychopathy is not a mental disorder but is a philosophy of life that centers around the trivialization of others. Durrant and Ward (2015) explain that whereas psychopaths may be able to reason and can demonstrate some emotion, they are unable to empathize while showing little or no guilt for their actions. They are exploitative by nature and are likely to be socially damaged, engaging in antisocial behavior because of personality deficiencies or abnormalities (Blackburn, 1988; Furnham, 2011). They manipulate others to get what they want notwithstanding the damage that may be caused (Durrant and Ward, 2015).

An organization can also be psychopathic. Corporate psychopathy is where the organization acts in a ruthless and reckless manner, is deceitful, and has a lack of concern or care for other (Babiak, Neumann and Hare, 2010; Boddy, 2011, 2019; Mathieu and Babiak, 2006). Boddy (2010) points out that corporate psychopaths can have negative influence on productivity. Boddy (2011, 2019) adds that the organization's focus is on maximizing profit and this can be at the expense of the employee, customer and environment. This is supported by Nawaz, Zia-ud-Din, Nadeem and ud Din (2018) who find that psychopathy has a significant relationship with counter productive work behavior. Furthermore, Mathieu and Babiak (2006) find that corporate psychopathy is positively associated with abusive supervision and negatively associated with employee satisfaction. It is, however, important to note that concern over the presence of psychopathic tendencies in organization leadership may be overblown (Landay, Harms and Crede, 2019). Where it is present, these organizations and those within it can use pathocratic influence to persuade their employees to behave in a similar manner, underpinning a culture of fear and threat. The organization can become a pathocracy.

5. PATHOCRACY AND PATHOCRATIC INFLUENCE

Lobaczewski (2007) describes a pathocracy as sociopathic and pathological destructive behaviour where a small number of people can that take over political influence and wreak havoc on the those they govern. There is lust for power while abusing, dominating and exploiting others (Lobaczewski,

2007; Taylor, 2019). In this context, pathocracy is associated with countries and Governments. However, the term could also be applied to organizations in which people engage others to thin and behave in similar ways creating a working environment that is toxic (Bowen, 2020).

Notwithstanding the discussion provided around the topics of the dark triad and pathocracy, it appears that leaders continue to be appointed in economic, social, political and business environments who engage in toxic behaviour (Bowen, 2020, 2021). This may help partly explain why changing the culture in a toxic organization can be so difficult and why pathocratic influence continues (Bowen, 2021; Rowland, 2020).

5.1 Compatibility of moral and ethical values

A challenge that organizations may face is the compatibility and possible conflict of individual moral and ethical values with those of the organization. Furthermore, some staff members may have their own personal agenda, at the expense of others and the organization as whole (Bowen, 2020, 2021). They may have difficulties in intra and interpersonal relationships. They may have signs of, or engage in, characteristics associated with the dark triad (narcissism, Machiavellianism, psychopathy). Bowen (2021) points out that it may not just be one or two people and, if not checked, their pathocratic influence may lead to others engaging in shared destructive values that invade the organization like a virulent virus.

5.2 Pathocratic influence

Bowen (2021:220) defines pathocratic influence as *“the effect someone has on others while seeking to gain advantage, creating a cabal of like-minded individuals, to the detriment of the well-being of others within the working, political and social environment”*. Bowen (2021) explains that those who use pathocratic influence may not necessarily be identifiable psychopaths. However, they may be characterized by traits associated with the dark triad (narcissism, Machiavellianism and psychopathy) who influence others to conform, reinforcing values (or lack of values) associated with toxic leadership. It is important to note that, whereas many organizations may not qualify with the diagnosis of psychopathy, others might; liking their behaviour to the traits associated with *“the most serious high-risk criminals”* (Babiak and Hare, 2006: 95). If these people are not forcibly stopped, they can do anything they want (Lobaczewski, 2007). It can lead to a *“passion killer pathogen”* invading all parts of the organization, manifesting in likeminded behavior and thinking, poisoning the environment and costing the organization money and reputation (Bowen, 2021:231; Clay, 2017; Taylor, 2019). The result can be a pathocracy that can undermine commitment, performance, motivation, creativity, output and productivity (Bowen, 2021).

6. CONCLUSION

Individual members of the organization can use pathocratic influence on others to behave in likeminded behavior that can be to the detriment of individual and organizational well-being (Bowen, 2020, 2021). Those who use pathocratic influence draw on the negative that include perceived failure of character and performance (Bowen, 2021; Hardgrove and Howard, 2015). They may destroy what would otherwise have been great potential and promise that people could bring to the organization (Hardgrove and Howard, 2015). They create a toxic environment in which passion killers (people and things) can thrive. They inhibit the passion (the love and desire) and commitment a person has for what they are doing and if passion killers are not stopped, they can have a long-lasting effect on motivation, output, performance and productivity (Bowen 2021)

It is, therefore, important that organizations put in place policies and procedure to help address causes of pathocratic influence and to address the impact as soon as possible. It is also important that the organization engage people physically, emotionally and cognitively, encouraging behaviour that creates a healthy, high performing and passionate workplace in which people feel valued (Bowen, 2022; Kahn, 1990; Morton, 2017; Stein, 2017; Thomas-EL, Jones and Vari, 2019). It is also recommended that further academic studies be undertaken in this area adding to existing literature.

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